







# Preparing Proposals and Responses to Solicitations

*Joint Program Executive Office for  
Chemical and Biological Defense*

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## DoD Acquisition - Changes in Emphasis

- **Many new systems**  **Fewer new systems**
  - **Modified legacy systems**
- **Service specific**  **Joint**
- **Nuclear**  **Global War on Terrorism**
- **Technology driven**  **Affordability driven**
- **Technology development**  **Technology insertion**
- **Military unique technology**  **Commercial and dual-use**

## Overarching Acquisition Themes

- **Evolutionary Acquisition Strategies**
  - Incremental Development
  - Spiral Development
- **Performance-based Contracting**
  - Contract Incentives
    - Past Performance
    - Competition
  - Commercial Technology / Items
- **Business Case Analysis**





# Evolutionary Acquisition

- **Evolutionary Acquisition**
  - Fielding capability in increments or blocks
    - Militarily useful and supportable operational capability
    - Each increment has user set thresholds and objectives
  - First increment less than desired final capability
  - Iterative with continuous feedback and interaction among:
    - User, tester and developer
- **Incremental Development**
  - Desired capability identified
  - End state requirements known
  - Requirement met over time based on technology maturity
- **Spiral Development**
  - Desired capability identified
  - End state requirements unknown
  - Refinement of requirements

# Performance-based Contracting

***Structuring all aspects of an acquisition around the outcomes or purpose of the work desired as opposed to either the manner by which the work is to be performed or broad and imprecise statements of work***

- **Critical elements of effective Performance-based contracting:**
  - **A well defined and clearly written statement of work / objectives**
  - **Achievable performance standards**
  - **Performance standards for each measurable service**
  - **Defined acceptable quality levels**
  - **Methods of surveillance**
  - **Percentage of the contract price each service represents**
  - **Basis of payment for acceptable and non-acceptable performance and quality**
- **Assurance surveillance plan**
- **Earned Value Management Systems**

## Monetary or Non-Monetary Incentives

- Contract length considerations
  - (options and award term)
- Strategic supplier alliances
- Performance-based payments
- Performance incentive bonus
- Schedule incentives
- Agency "supplier of the year" award programs
- Competitive considerations
- Nonperformance remedies
- Value engineering change provisions
- Share-in-savings strategies
- Letters of commendation
- Past performance evaluation

***Motivators embodied in or arising from the terms and conditions of the contract that influence the behavior of the buyer and seller toward accomplishing desired contractual outcomes***



## Commercial Technology / Items

***Rapidly bring increases of militarily significant capability to the Warfighter***

- Leverage private sector technology investments
- Reduce cycle time
- Faster insertion of new technologies
- Lower life cycle costs
- Achieve improved reliability and availability, and support from a robust industrial base
- Flexibility of Federal Acquisition Regulation Part 12
  - Broad definition of commercial
  - Commercial Terms and Conditions
  - Firm Fixed Price

# Business Case Analysis

- **Extended Cost / Benefit Decision Support Tool**
  - Business consequences of course(s) of action
    - Likely financial and non-financial results
    - Quantified costs and benefits and subjective factors
    - Cash flow over time
  - Risk and sensitivity analysis
  - Methods, rationale, assumptions, and case boundaries
  - Optimal solution given constraints
    - Considers strategic objectives and performance measures
    - Impact on stakeholders

***Related terms: “economic analysis; cost / benefit analysis; cost of ownership analysis; analysis of alternatives; feasibility study; staff study”***



The background of the slide is a blue wireframe tunnel that recedes into the distance. In the center of the tunnel stands a figure in a blue, full-body protective suit with a helmet. Floating around the figure are several icons representing different types of technology and equipment: a satellite in the upper left, a small aircraft in the upper right, a tank in a circular inset on the right, and a large military vehicle in the lower left. A large, colorful circuit board is visible on the right side of the tunnel.

***The BEST Technology and Equipment***

***At the RIGHT PLACE***

***At the RIGHT TIME***

***At the RIGHT COST***

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